

**FY03 Army Civilian Attitude Survey
US Military Academy
Results for Civilian Employees**

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About This Report

About This Employee Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2003 Army implemented a web-based version of the Army Civilian Attitude Survey. Over 33,000 employees and close to 7,000 supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund, civilian workforce. What follows are the results from this survey.

Employee Survey Content – The Army Civilian Attitude Survey for Employees is composed of a series of core and supplemental items.

Composites – The survey includes a number of scaled items that were grouped in 18 composites. Each composite is made up of multiple items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Satisfaction with "Civilian Personnel" Service (q2-q13)	Employees' overall satisfaction with the level of service received from personnel.
Satisfaction with Job (q14-q18)	Employees' satisfaction with their current job.
Satisfaction with Career (q19-q21)	The extent to which employees recommend their career to others.
Satisfaction with First Line Supervisor (q22-q29)	Employees' relationship with their first line supervisor (interaction, competence, support for employee, etc.).
Satisfaction with Management (q30-q34)	Employees' satisfaction with upper-level management (second line supervisor and above).
Satisfaction with Job Placement/Promotion System (q35-q38)	Perceptions of promotion processes (e.g., fairness) and outcomes (e.g., quality of candidates).
Satisfaction with Awards and Recognition (q39-q42)	Extent to which employees feel they are personally recognized and that others are fairly awarded.
Satisfaction with Discipline/Grievances/ EEO Procedures (q43-q46)	Employees' perceptions of how they and others are treated with regard to grievance and disciplinary procedures.
Satisfaction with Work Group (q47-q49)	Employees' assessment of work group on cooperation, effectiveness, and efficiency.
Satisfaction with Training and Development (q50-q52)	Satisfaction with the amount of training employees have received and the level of support they receive for additional training.
Satisfaction with Fairness (q53-q58)	Employees' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Satisfaction with Physical Conditions (q59-q61)	Employees' satisfaction with safety and physical working conditions.
Civilian Workplace Morale (q14-q38)	Composite of satisfaction with job, career, first line supervisor, management (second line supervisor and above), and job placement/promotion system.

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Composite Label	Composite Description
Your Organization (q62-q74)	Employees' assessment of the work environment (e.g., good working relationships, support, communication, empowerment, productivity, resources, etc.).
Performance Culture (q75-q77)	Extent to which employees feel that the culture supports high performance.
Strategic Planning (q78-q80)	Employees' perceptions of communication and effectiveness of planning in their organization.
Customer Satisfaction (q81-q83)	Employees' assessment of customer interactions and their satisfaction with products and services of work group.
Diversity (q84-q85)	Extent to which all civilian employees are valued and work together, regardless of differences (e.g., gender, race, religion).

Supplemental Items – In addition to the core items and their composites, the civilian attitude survey included a series of *supplemental* items that dealt with specific issues:

- Harassment (q86-q88)
- Army Knowledge Online (AKO) (q89-q91)
- Army Civilian Personnel OnLine (CPOL) Applications (q92-q95)
- Family Friendly Flexibilities (q96-q102)
- Career/Retirement Plans (q103-q107)
- Feedback on Survey Results (q108-q109)

However, because these supplemental items included both nominal (e.g., yes/no) and scaled (5=Strongly Agree, 4=Agree....) response options, composite scores were not computed.

Results for all items (core and supplemental) can be seen in the item detail section of the report – immediately following the composite summary pages.

Response Rates - Participants were asked to complete their surveys and return them electronically to Army, which then forwarded the data to an independent research and consulting firm for processing. Of the approximately 213,547 Army civilian appropriated fund employees and supervisors who were invited to complete the attitude survey, 39,950 returned surveys for a 19% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to ± 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian appropriated fund employees, the results are similar. Of the 187,078 employees who were invited to complete the survey, 33,034 responded for a response rate of 18%. This yields a margin for employees of ± 0.5 percentage points. This means that the data presented in this report are generalizable to the population of Army civilian employees.

In the table on the next page, this same information is presented by MACOM, Region, Race, Pay Plan, Gender and NAF.

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MACOM (AF)*		Population**	Responses	Response Rate	Margin +/-
Total Army***		187,078	33,034	17.66%	0.5
AMC		46,287	6,724	14.53%	1.1
FORSCOM		10,808	1,999	18.50%	2.0
MEDCOM		26,364	3,609	13.69%	1.5
TRADOC		15,626	3,596	23.01%	1.4
USACE		32,596	8,451	25.93%	0.9
USAREUR		7,052	791	11.22%	3.3
OTHER		48,341	7,863	16.27%	1.0
Region (AF)*		Population**	Responses	Response Rate	Margin +/-
Europe		11,017	1,456	13.22%	2.4
Korea		1,598	209	13.08%	6.3
North Central		31,626	4,400	13.91%	1.4
Northeast		37,726	6,481	17.18%	1.1
Pacific		6,320	821	12.99%	3.2
South Central		35,746	6,822	19.08%	1.1
Southwest		32,255	7,826	24.26%	1.0
West		30,014	4,984	16.61%	1.3
		Population**	Responses	Response Rate	Margin +/-
Race (AF)*	Non-Minority	126,621	25,633	20.24%	0.5
	Minority	52,889	6,970	13.18%	1.1
Pay Plan (AF)*	GS	156,364	30,016	19.20%	0.5
	WG	30,533	3,011	9.86%	1.7
Gender (AF)*	Female	78,060	15,384	19.71%	0.7
	Male	109,010	17,650	16.19%	0.7
NAF		27,079	1,265	4.67%	2.7

*AF: response rates for MACOM, Region, Race, Pay Plan and Gender refer to Appropriated Fund (AF) employees only. Non-Appropriated Fund (NAF) response is represented in the last row.

**Population figures as of August, 2003. These population figures do not account for employee losses to Army during the survey administration period and therefore should be considered conservative.

***Populations and responses in each table may not necessarily sum to the Total Army population and Total Army responses because of missing and skipped items.

Installation response rates and margins of error can also be obtained from the Army Point of Contact, Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email murray.mack@asamra.hoffman.army.mil.

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Item Scoring – To accurately interpret data, it is necessary to understand how items are scored. The multiple-choice (scaled) items asked employees to respond on a scale of 1-5 with 5 being most favorable (Strongly Agree; Very Good) and 1 being least favorable (Strongly Disagree; Very Poor). For these types of items, the five response categories were collapsed into three, as shown below. The percentage of responses in each category (Favorable, Neutral, Unfavorable) are then presented in 3-part bars.

Favorable		Neutral	Unfavorable	
5	4	3	2	1
Strongly Agree Very Good	Agree Good	Neither Agree Nor Disagree Neither Good Nor Poor	Disagree Poor	Strongly Disagree Very Poor

Organization of the Report – Results for each group and sub-group in this report are compared to Army Overall.

Results are presented in the following sections:

- ☐ **Results Summary:** This section contains overall summary information which includes:
 - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for Total Army and for each subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for Total Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [Total Army and for each subgroup comparison] who responded to the items in the composite.
 - ✓ Historical comparisons to the 2001 survey composites are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 composite, this column displays a dash (--).
- ☐ **Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
 - ✓ For the scaled items (5=Strongly Agree, 4=Agree....), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
 - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.
 - ✓ Historical comparisons to the 2001 survey questions are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 item, this column is not present or displays a dash (--).

Interpreting the Results: Surveys are valuable when data are analyzed, results are communicated to employees, and information is acted upon in the spirit of continuous improvement. The purpose of this section is to provide some general guidelines on interpreting data. The guidelines below are consistent with well-established industry standards for employee opinion survey research.

Begin by getting an overview of the results by reviewing the 10 Most Favorable/10 Most Unfavorable Items. Then use the following steps to thoroughly interpret the survey results.

1. Using the information in the Results Summary section, classify the Composites using the following criteria:

Strengths: At least 60% favorable response AND less than 20% unfavorable response. These are the issues that are working well for the majority of respondents, and should be maintained and reinforced.

Opportunities for Improvement: 30% or higher unfavorable response OR at least 20% unfavorable and less than 50% favorable response. These are the issues where action is indicated, either because the negative perceptions are large (over one-third of the group) or are large enough to overbalance a relatively small positive group.

Mixed: Mixed Items are items for which additional examination/clarification is needed to determine the best actions to take. A classic Mixed Item is one that doesn't fall neatly into either the Strength or Opportunities for Improvement category, e.g., 57% favorable/ 20% neutral/ 23% unfavorable.

Undecided: If the neutral category is 30% or more, the issue is *undecided*, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issue as "average." In certain cases, *undecided* items may also be **Opportunities for Improvement**.

Divided: If the favorable and unfavorable percents are almost equal, or there is almost no neutral (e.g., 55% favorable/ 5% neutral/ 40% unfavorable), the issue is *divided*, which indicates that specific constituencies feel differently. This is less threatening in large groups, but in small groups may indicate that teamwork and morale are in danger. In many cases, *divided* items are also **Opportunities for Improvement**.

2. Review the items within each Composite and classify them using the same criteria you used to classify the Composites.

3. Look for themes within Composites. For each Composite, examine your classification of the items and determine whether all of the strengths or opportunities have anything in common.

4. Look for trends across Composites. Sometimes themes or patterns emerge that cross several survey Composites. Ask yourself:

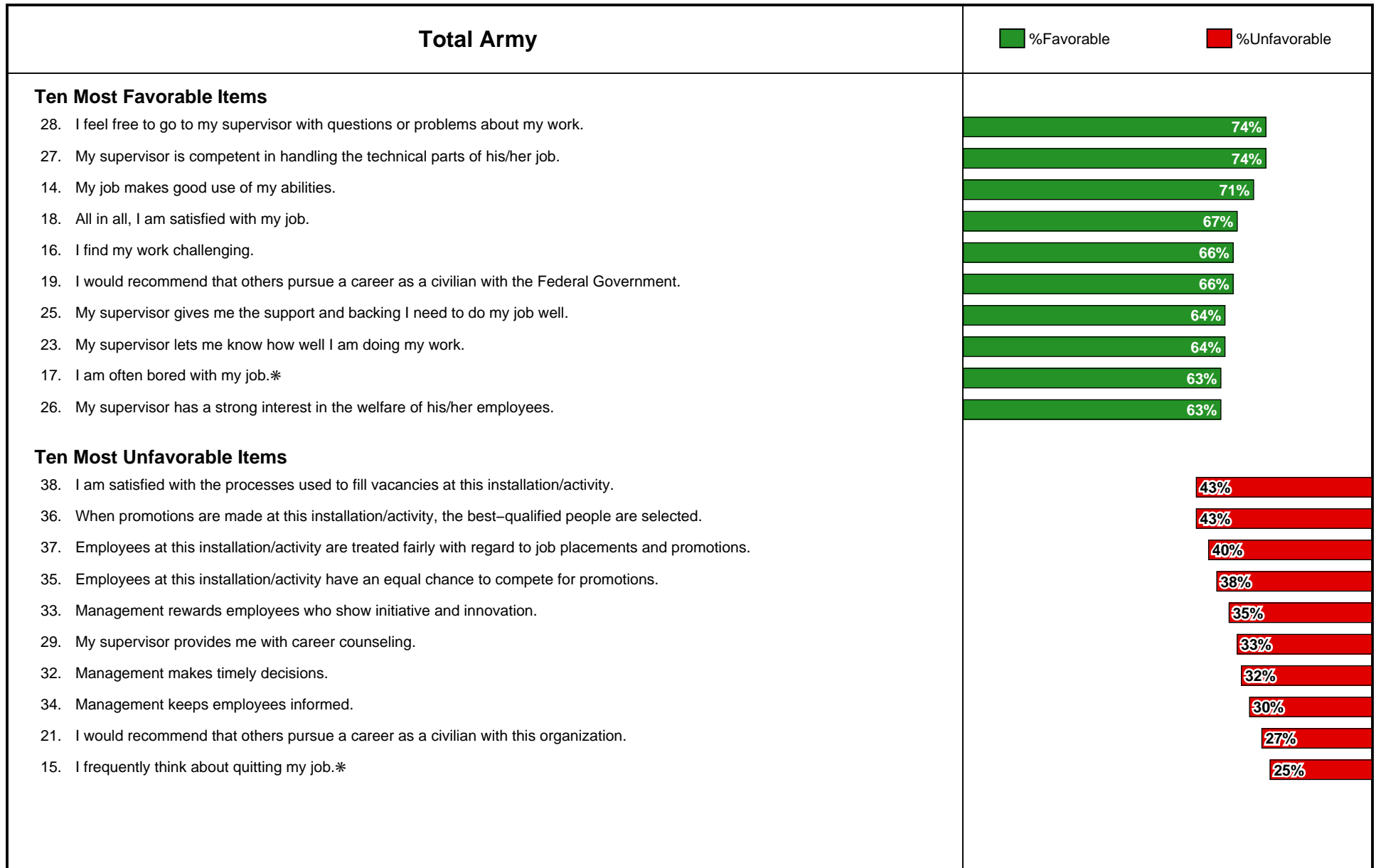
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number of Composites? If they are from a number of different Composites, is there a common underlying theme?

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5. **Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, OnLine Applications), problems in these areas could impact other areas such as **Satisfaction with Job** or **Satisfaction with Management**.
6. **Dealing with perceptions.** Keep in mind that survey results reflect perceptions, which differ from one person to another. You must deal with the perception, whether or not you agree with or understand its source. Do not expect to understand what everything means. You should get clarification on issues with high neutral responses, contradictory responses, and divided responses by discussing those issues with your immediate group of employees. Many internal and external events, including organizational changes, policy changes, the local economy, and recent news events may have contributed to the results. You should not use these events to rationalize your results, but consider them as potential areas of discussion.
7. **Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email murray.mack@asamra.hoffman.army.mil.

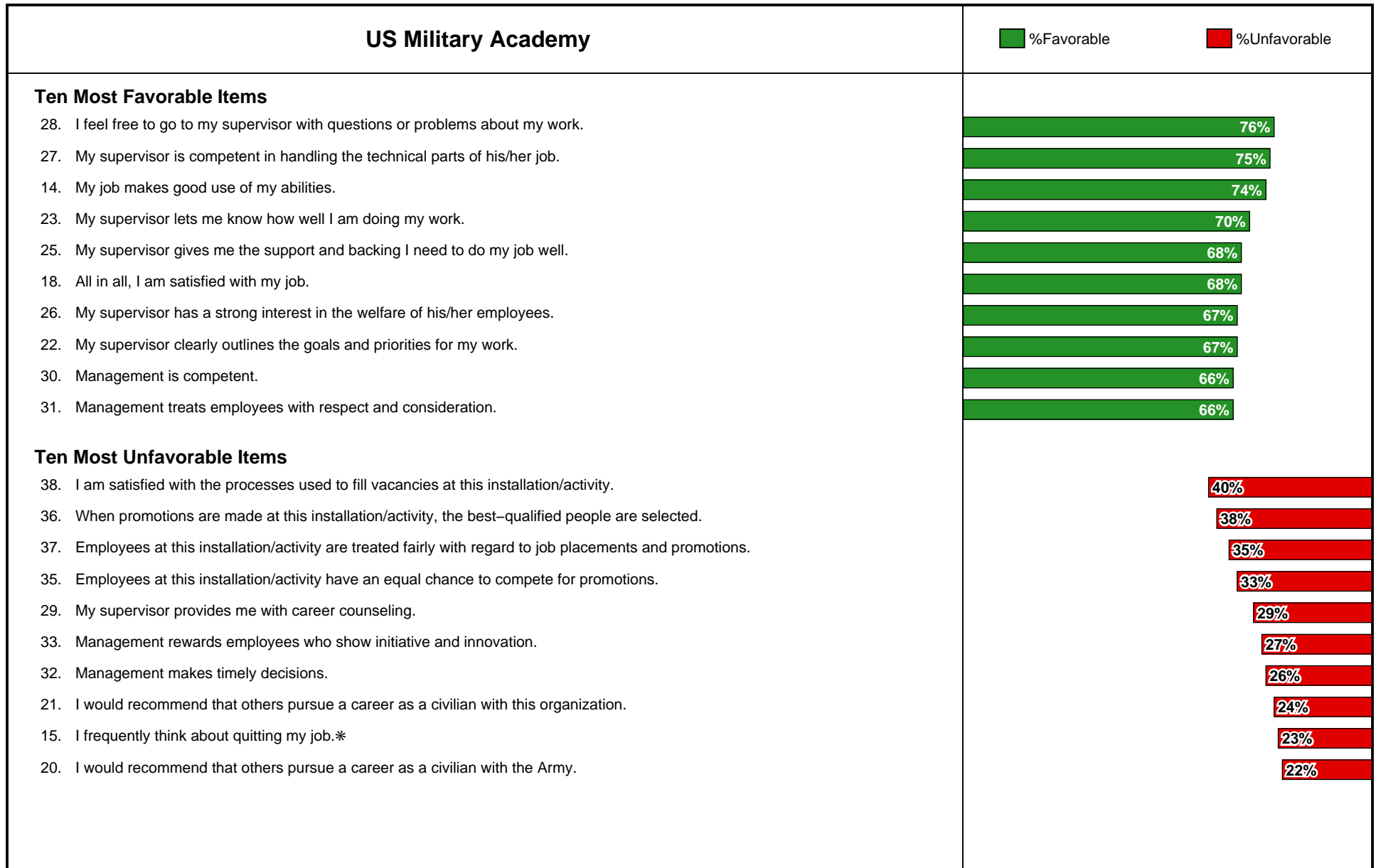
Ten Most Favorable/Unfavorable Items

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* Item is phrased in a negative manner.

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* Item is phrased in a negative manner.




Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	<div><div></div> = Favorable</div>	<div><div></div> = Neutral</div>	<div><div></div> = Unfavorable</div>		
Satisfaction with Civilian Personnel Service					
	Total Army	<div><div>57%</div><div>24%</div><div>19%</div></div>	↑1	33,830	
US Military Academy	<div><div>62%</div><div>23%</div><div>15%</div></div>	↑11	314		
Satisfaction with Job *					
	Total Army	<div><div>65%</div><div>16%</div><div>19%</div></div>	↑1	33,914	
US Military Academy	<div><div>67%</div><div>16%</div><div>17%</div></div>	↑6	316		
Satisfaction with Career					
	Total Army	<div><div>59%</div><div>20%</div><div>22%</div></div>	↑3	33,887	
US Military Academy	<div><div>53%</div><div>24%</div><div>22%</div></div>	↑3	316		
Satisfaction with First Line Supervisor					
	Total Army	<div><div>63%</div><div>16%</div><div>20%</div></div>	↓1	33,768	
US Military Academy	<div><div>67%</div><div>14%</div><div>19%</div></div>	↑3	312		
Satisfaction with Management					
	Total Army	<div><div>49%</div><div>23%</div><div>28%</div></div>	↓1	33,476	
US Military Academy	<div><div>58%</div><div>20%</div><div>21%</div></div>	↑10	305		

* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Job Placement/Promotion System					
	Total Army	31%	27%	41%	↓2 32,397
US Military Academy	30%	34%	36%	↑2 299	
Satisfaction with Awards and Recognition					
	Total Army	43%	26%	31%	↑4 33,452
US Military Academy	51%	22%	26%	↑10 311	
Satisfaction with Discipline/Grievances/EEO Procedures *					
	Total Army	39%	34%	27%	↓1 31,422
US Military Academy	43%	34%	23%	↑5 282	
Satisfaction with Work Group					
	Total Army	74%	15%	11%	↓2 33,457
US Military Academy	75%	15%	11%	↑6 308	
Satisfaction with Training and Development					
	Total Army	61%	17%	22%	↓1 33,465
US Military Academy	60%	18%	22%	↑3 308	




* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	<div><div></div> = Favorable</div>	<div><div></div> = Neutral</div>	<div><div></div> = Unfavorable</div>		
<div>Satisfaction with Fairness *</div> <div>Total Army</div> <div>US Military Academy</div> <div>Satisfaction with Physical Conditions</div> <div>Total Army</div> <div>US Military Academy</div> <div>Civilian Workplace Morale *</div> <div>Total Army</div> <div>US Military Academy</div>					
	<div><div></div>47%</div> <div><div></div>33%</div> <div><div></div>20%</div>			0	30,818
	<div><div></div>53%</div> <div><div></div>35%</div> <div><div></div>12%</div>			↑3	284
	<div><div></div>64%</div> <div><div></div>17%</div> <div><div></div>18%</div>			↓1	33,528
	<div><div></div>59%</div> <div><div></div>17%</div> <div><div></div>24%</div>			↑8	308
	<div><div></div>55%</div> <div><div></div>20%</div> <div><div></div>25%</div>			0	33,982
	<div><div></div>58%</div> <div><div></div>20%</div> <div><div></div>22%</div>			↑5	316


* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Your Organization *					
	Total Army	55%	23%	22%	-- 33,558
	US Military Academy	54%	22%	24%	-- 311
Performance Culture					
	Total Army	62%	18%	20%	-- 33,378
	US Military Academy	67%	14%	18%	-- 309
Strategic Planning *					
	Total Army	59%	21%	20%	-- 33,303
	US Military Academy	63%	17%	19%	-- 307
Customer Satisfaction					
	Total Army	78%	16%	6%	-- 32,983
	US Military Academy	78%	15%	6%	-- 294

* Composite includes reverse-scored items.

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Composite Summary		PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
		 = Favorable	 = Neutral	 = Unfavorable		
Diversity	Total Army	  			↑1	32,765
	US Military Academy	  			↑5	301

Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
1. My immediate supervisor is (do not consider team leaders):			
Total Army			
Military	14%	↓1	3,466
Civilian	86%	↑1	20,654
US Military Academy			
Military	26%	↓3	56
Civilian	74%	↑3	161

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Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Civilian Personnel Service	Total Army	<div> <div>57%</div> <div>24%</div> <div>19%</div> </div>					↑1	3.46	0.88	33,830
	US Military Academy	<div> <div>62%</div> <div>23%</div> <div>15%</div> </div>					↑11	3.58	0.80	314
2. The personnel office treats people courteously.	Total Army	<div> <div>71%</div> <div>19%</div> <div>10%</div> </div>					0	3.77	0.93	32,096
	US Military Academy	<div> <div>76%</div> <div>17%</div> <div>7%</div> </div>					↑11	3.89	0.82	305
3. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.	Total Army	<div> <div>63%</div> <div>18%</div> <div>19%</div> </div>					↑1	3.52	1.07	33,205
	US Military Academy	<div> <div>69%</div> <div>19%</div> <div>13%</div> </div>					↑8	3.72	1.00	310
4. If my supervisor can't help me with an employment matter, I can get information or help from the personnel office.	Total Army	<div> <div>61%</div> <div>21%</div> <div>18%</div> </div>					↑1	3.51	1.06	32,099
	US Military Academy	<div> <div>71%</div> <div>14%</div> <div>15%</div> </div>					↑16	3.69	1.01	306

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Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
5. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.													
	Total Army	51%	21%	28%	13	38	21	20	8	↑1	3.27	1.16	32,375
	US Military Academy	56%	19%	26%	13	43	19	19	7	↑13	3.36	1.12	307
6. The staff of the personnel office acts with integrity.													
	Total Army	62%	27%	11%	16	45	27	7	4	↑2	3.63	0.97	31,007
	US Military Academy	69%	22%	9%	19	51	22	6	3	↑14	3.76	0.93	299
7. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).													
	Total Army	65%	19%	16%	19	46	19	11	6	↑1	3.62	1.08	31,293
	US Military Academy	63%	21%	17%	18	45	21	10	7	↑1	3.57	1.10	291
8. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance appraisal.													
	Total Army	55%	31%	14%	13	42	31	9	5	0	3.48	1.00	26,362
	US Military Academy	55%	34%	11%	13	42	34	7	4	↑11	3.54	0.94	244

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Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
9. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.													
	Total Army	48%	28%	24%	12	36	28	16	8	↑1	3.29	1.11	28,772
	US Military Academy	52%	28%	19%	12	40	28	14	5	↑11	3.40	1.04	267
10. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.													
	Total Army	48%	30%	22%	11	37	30	15	8	0	3.29	1.09	29,052
	US Military Academy	57%	26%	16%	13	44	26	12	4	↑11	3.50	1.01	270
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job and promotion information.													
	Total Army	47%	27%	26%	11	36	27	17	9	↓1	3.23	1.14	30,510
	US Military Academy	52%	29%	20%	10	41	29	14	6	↑7	3.36	1.04	287
12. Overall, the quality of service given by the personnel office is:													
	Total Army	58%	25%	17%	13	45	25	12	5	↑2	3.48	1.03	31,973
	US Military Academy	60%	27%	13%	13	47	27	11	2	↑12	3.59	0.92	301

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Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
13. Overall, the timeliness of service given by the personnel office is:										
	Total Army	<div> <div>54%</div> <div>26%</div> <div>20%</div> </div>					↑2	3.39	1.07	31,644
	US Military Academy	<div> <div>57%</div> <div>25%</div> <div>19%</div> </div>					↑13	3.45	1.04	297

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Item Detail		<div><div></div> % Favorable</div> <div><div></div> % Neutral</div> <div><div></div> % Unfavorable</div>			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1										
Satisfaction with Job*																
	Total Army	65%			16%	19%	25	40	16	13	6	↑1	3.64	0.95	33,914	
	US Military Academy	67%			16%	17%	29	38	16	12	5	↑6	3.75	0.92	316	
	14. My job makes good use of my abilities.															
	Total Army	71%			10%	19%	25	45	10	13	7	↓1	3.71	1.17	33,843	
	US Military Academy	74%			9%	17%	31	43	9	12	5	↑3	3.83	1.14	315	
	15. I frequently think about quitting my job.*															
	Total Army	57%			18%	25%	28	29	18	16	9	↑4	3.51	1.29	33,478	
	US Military Academy	63%			15%	23%	31	32	15	15	7	↑11	3.63	1.27	312	
16. I find my work challenging.																
Total Army	66%			18%	17%	21	45	18	12	5	↓1	3.65	1.09	33,816		
US Military Academy	66%			18%	17%	26	39	18	13	4	↑6	3.72	1.10	314		
17. I am often bored with my job.*																
Total Army	63%			19%	18%	27	36	19	13	5	↑4	3.66	1.15	33,660		
US Military Academy	66%			21%	13%	31	35	21	11	2	↑6	3.83	1.04	310		

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div></div>% Favorable</div> <div><div></div>% Neutral</div> <div><div></div>% Unfavorable</div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
18. All in all, I am satisfied with my job.											
Total Army	<div><div></div>67%</div> <div><div></div>17%</div> <div><div></div>16%</div>	23	44	17	10	6	↓1	3.68	1.10	33,766	
US Military Academy	<div><div></div>68%</div> <div><div></div>17%</div> <div><div></div>15%</div>	26	43	17	9	6	↑5	3.73	1.12	316	

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1							
19. I would recommend that others pursue a career as a civilian with the Federal Government.													
	Total Army	59%	20%	22%	20	39	20	12	9	↑3	3.48	1.11	33,887
	US Military Academy	53%	24%	22%	16	37	24	13	10	↑3	3.38	1.09	316
	Total Army	66%	17%	17%	22	44	17	10	7	↑4	3.64	1.13	33,796
	US Military Academy	56%	23%	21%	18	38	23	12	8	↑1	3.45	1.16	315
	Total Army	59%	20%	21%	19	40	20	12	9	↑3	3.48	1.18	33,670
	US Military Academy	54%	24%	22%	14	39	24	13	9	↑5	3.37	1.15	315
20. I would recommend that others pursue a career as a civilian with the Army.													
	Total Army	59%	20%	21%	19	40	20	12	9	↑3	3.48	1.18	33,670
	US Military Academy	54%	24%	22%	14	39	24	13	9	↑5	3.37	1.15	315
	Total Army	59%	20%	21%	19	40	20	12	9	↑3	3.48	1.18	33,670
	US Military Academy	54%	24%	22%	14	39	24	13	9	↑5	3.37	1.15	315
	Total Army	52%	21%	27%	18	35	21	15	12	↑2	3.31	1.26	33,763
21. I would recommend that others pursue a career as a civilian with this organization.	US Military Academy	51%	25%	24%	16	35	25	13	11	↑4	3.32	1.22	314

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1							
22. My supervisor clearly outlines the goals and priorities for my work.	Satisfaction with First Line Supervisor												
	Total Army	63%	16%	20%	25	38	16	12	8	↓1	3.60	1.05	33,768
	US Military Academy	67%	14%	19%	32	35	14	11	8	↑3	3.72	1.08	312
	Total Army	61%	16%	23%	20	42	16	15	7	↓2	3.51	1.18	33,642
	US Military Academy	67%	12%	20%	27	40	12	14	6	↑5	3.68	1.19	309
	Total Army	64%	15%	20%	22	42	15	13	7	↓1	3.59	1.17	33,622
	US Military Academy	70%	11%	20%	28	41	11	13	7	↑2	3.71	1.20	312
23. My supervisor lets me know how well I am doing my work.													
	Total Army	64%	15%	20%	22	42	15	13	7	↓1	3.59	1.17	33,622
	US Military Academy	70%	11%	20%	28	41	11	13	7	↑2	3.71	1.20	312
	Total Army	62%	16%	22%	22	40	16	14	8	↓2	3.54	1.20	33,603
	US Military Academy	66%	14%	20%	29	37	14	13	7	↑2	3.67	1.23	310
	Total Army	62%	16%	22%	22	40	16	14	8	↓2	3.54	1.20	33,603
	US Military Academy	66%	14%	20%	29	37	14	13	7	↑2	3.67	1.23	310
24. My supervisor keeps me informed about matters affecting my job and me.													
	Total Army	62%	16%	22%	22	40	16	14	8	↓2	3.54	1.20	33,603
	US Military Academy	66%	14%	20%	29	37	14	13	7	↑2	3.67	1.23	310
	Total Army	62%	16%	22%	22	40	16	14	8	↓2	3.54	1.20	33,603
	US Military Academy	66%	14%	20%	29	37	14	13	7	↑2	3.67	1.23	310
	Total Army	62%	16%	22%	22	40	16	14	8	↓2	3.54	1.20	33,603
	US Military Academy	66%	14%	20%	29	37	14	13	7	↑2	3.67	1.23	310
25. My supervisor gives me the support and backing I need to do my job well.													
	Total Army	64%	16%	19%	26	38	16	11	8	↓1	3.63	1.21	33,625
	US Military Academy	68%	15%	16%	33	35	15	9	8	↑5	3.77	1.21	311
	Total Army	64%	16%	19%	26	38	16	11	8	↓1	3.63	1.21	33,625
	US Military Academy	68%	15%	16%	33	35	15	9	8	↑5	3.77	1.21	311
	Total Army	64%	16%	19%	26	38	16	11	8	↓1	3.63	1.21	33,625
	US Military Academy	68%	15%	16%	33	35	15	9	8	↑5	3.77	1.21	311

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
26. My supervisor has a strong interest in the welfare of his/her employees.	Total Army	<div> <div>63%</div> <div>18%</div> <div>19%</div> </div>					↓2	3.64	1.24	33,500
	US Military Academy	<div> <div>67%</div> <div>16%</div> <div>17%</div> </div>					↑3	3.77	1.25	309
27. My supervisor is competent in handling the technical parts of his/her job.	Total Army	<div> <div>74%</div> <div>13%</div> <div>13%</div> </div>					↓1	3.88	1.12	33,278
	US Military Academy	<div> <div>75%</div> <div>14%</div> <div>11%</div> </div>					↑1	4.02	1.11	309
28. I feel free to go to my supervisor with questions or problems about my work.	Total Army	<div> <div>74%</div> <div>10%</div> <div>15%</div> </div>					↓1	3.86	1.17	33,620
	US Military Academy	<div> <div>76%</div> <div>8%</div> <div>16%</div> </div>					↑5	3.93	1.26	307
29. My supervisor provides me with career counseling.	Total Army	<div> <div>43%</div> <div>24%</div> <div>33%</div> </div>					0	3.12	1.27	32,795
	US Military Academy	<div> <div>45%</div> <div>25%</div> <div>29%</div> </div>					↑2	3.18	1.31	299

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Management	Total Army	49%	23%	28%			↓1	3.23	1.08	33,476
	US Military Academy	58%	20%	21%			↑10	3.49	1.06	305
30. Management is competent.	Total Army	58%	22%	21%			0	3.44	1.14	33,182
	US Military Academy	66%	19%	15%			↑10	3.67	1.11	302
31. Management treats employees with respect and consideration.	Total Army	56%	20%	24%			0	3.38	1.20	33,296
	US Military Academy	66%	17%	17%			↑14	3.65	1.14	304
32. Management makes timely decisions.	Total Army	42%	25%	32%			↓1	3.10	1.20	32,920
	US Military Academy	51%	23%	26%			↑6	3.33	1.20	300
33. Management rewards employees who show initiative and innovation.	Total Army	41%	24%	35%			0	3.03	1.26	32,521
	US Military Academy	50%	22%	27%			↑7	3.30	1.26	300

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
34. Management keeps employees informed.										
	Total Army	<div> <div>47%</div> <div>23%</div> <div>30%</div> </div>					↓3	3.17	1.21	33,176
	US Military Academy	<div> <div>59%</div> <div>20%</div> <div>20%</div> </div>					↑15	3.50	1.21	303

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1									
35. Employees at this installation/activity have an equal chance to compete for promotions.	Satisfaction with Job Placement/Promotion System														
	Total Army	31%	27%	41%	6	25	27	23	18	↓2	2.80	1.11	32,397		
	US Military Academy	30%	34%	36%	8	21	34	22	14	↑2	2.88	1.04	299		
	Total Army	40%	22%	38%	8	32	22	21	16	↓1	2.94	1.23	31,556		
	US Military Academy	39%	28%	33%	11	28	28	21	12	↑3	3.06	1.20	289		
	Total Army	26%	31%	43%	5	21	31	24	19	↓2	2.69	1.16	30,693		
	US Military Academy	25%	37%	38%	7	19	37	23	15	0	2.79	1.11	287		
36. When promotions are made at this installation/activity, the best-qualified people are selected.															
	Total Army	30%	30%	40%	6	24	30	23	18	↓1	2.78	1.17	31,014		
	US Military Academy	28%	37%	35%	8	20	37	23	12	↑1	2.89	1.11	284		
37. Employees at this installation/activity are treated fairly with regard to job placements and promotions.															

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div></div>% Favorable</div> <div><div></div>% Neutral</div> <div><div></div>% Unfavorable</div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
	5	4	3	2	1								
38. I am satisfied with the processes used to fill vacancies at this installation/activity.													
	Total Army	29%	28%	43%	6	24	28	23	20	↓1	2.72	1.19	31,566
	US Military Academy	26%	34%	40%	7	19	34	23	17	↑2	2.76	1.16	289

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Awards and Recognition	Total Army	<div> <div>43%</div> <div>26%</div> <div>31%</div> </div>					↑4	3.11	1.06	33,452
	US Military Academy	<div> <div>51%</div> <div>22%</div> <div>26%</div> </div>					↑10	3.32	1.08	311
39. When I do a good job, it is recognized.	Total Army	<div> <div>53%</div> <div>22%</div> <div>26%</div> </div>					0	3.32	1.16	33,314
	US Military Academy	<div> <div>61%</div> <div>16%</div> <div>23%</div> </div>					↑3	3.52	1.19	309
40. When awards are given in my workgroup, they go to the people who earned them.	Total Army	<div> <div>43%</div> <div>28%</div> <div>29%</div> </div>					↑11	3.13	1.16	31,189
	US Military Academy	<div> <div>55%</div> <div>24%</div> <div>21%</div> </div>					↑23	3.41	1.17	284
41. Employees at this installation/activity are treated fairly with regard to awards.	Total Army	<div> <div>35%</div> <div>29%</div> <div>36%</div> </div>					↑4	2.93	1.17	30,959
	US Military Academy	<div> <div>42%</div> <div>26%</div> <div>32%</div> </div>					↑15	3.10	1.20	286
42. If I perform my job especially well, I will receive an award.	Total Army	<div> <div>40%</div> <div>27%</div> <div>33%</div> </div>					0	3.03	1.20	31,712
	US Military Academy	<div> <div>48%</div> <div>23%</div> <div>29%</div> </div>					↑2	3.24	1.23	292

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N				
		5	4	3	2	1											
Satisfaction with Discipline/Grievances- /EEO Procedures*																	
	Total Army	39%			34%		27%		8	31	34	17	9	↓1	3.17	0.91	31,422
	US Military Academy	43%			34%		23%		12	31	34	16	6	↑5	3.30	0.90	282
43. If I filed a grievance, it would be held against me.*																	
	Total Army	20%			36%		44%		4	16	36	29	15	↓1	2.66	1.05	25,438
	US Military Academy	24%			38%		38%		8	16	38	27	12	↑2	2.81	1.08	237
44. Top management at this installation/activity actively supports the Equal Employment Opportunity Program.																	
	Total Army	60%			29%		11%		14	46	29	6	4	↓2	3.60	0.95	29,475
	US Military Academy	64%			27%		9%		21	43	27	6	3	↑7	3.73	0.96	264
45. Employees at this installation/activity are treated fairly with regard to discipline.																	
	Total Army	39%			33%		29%		8	31	33	19	10	↓1	3.08	1.09	27,862
	US Military Academy	44%			31%		25%		10	34	31	19	6	↑5	3.22	1.06	249

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div></div>% Favorable</div> <div><div></div>% Neutral</div> <div><div></div>% Unfavorable</div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
	5	4	3	2	1								
46. Employees at this installation/activity are treated fairly with regard to grievances and appeals.													
	Total Army	<div><div>33%</div></div>	<div><div>42%</div></div>	<div><div>25%</div></div>	7	27	42	16	9	↓2	3.06	1.03	24,684
	US Military Academy	<div><div>38%</div></div>	<div><div>42%</div></div>	<div><div>20%</div></div>	7	31	42	15	5	↑5	3.21	0.95	223

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Work Group 47. The people I work with do a good job. 48. My work group is well run. 49. People in my work group work well together.	Total Army	<div> <div>74%</div> <div>15%</div> <div>11%</div> </div>					↓2	3.86	0.87	33,457
	US Military Academy	<div> <div>75%</div> <div>15%</div> <div>11%</div> </div>					↑6	3.96	0.92	308
	Total Army	<div> <div>82%</div> <div>11%</div> <div>6%</div> </div>					↓2	4.03	0.84	33,382
	US Military Academy	<div> <div>83%</div> <div>10%</div> <div>7%</div> </div>					↑4	4.15	0.88	307
	Total Army	<div> <div>66%</div> <div>18%</div> <div>16%</div> </div>					↓3	3.69	1.08	33,160
	US Military Academy	<div> <div>66%</div> <div>19%</div> <div>16%</div> </div>					↑4	3.78	1.13	308
	Total Army	<div> <div>74%</div> <div>14%</div> <div>12%</div> </div>					↓2	3.86	1.01	33,164
	US Military Academy	<div> <div>75%</div> <div>15%</div> <div>10%</div> </div>					↑10	3.97	1.06	308

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Training and Development	Total Army	<div> <div>61%</div> <div>17%</div> <div>22%</div> </div>					↓1	3.47	1.05	33,465
	US Military Academy	<div> <div>60%</div> <div>18%</div> <div>22%</div> </div>					↑3	3.54	1.05	308
50. My supervisor and I discuss my training and development needs at least once a year.	Total Army	<div> <div>61%</div> <div>14%</div> <div>25%</div> </div>					↓1	3.45	1.22	32,723
	US Military Academy	<div> <div>63%</div> <div>12%</div> <div>25%</div> </div>					↑6	3.53	1.25	299
51. I receive the training I need to perform my job properly (e.g., on-the-job training, classroom instruction, conferences, workshops).	Total Army	<div> <div>59%</div> <div>18%</div> <div>23%</div> </div>					↓1	3.43	1.19	33,152
	US Military Academy	<div> <div>57%</div> <div>20%</div> <div>22%</div> </div>					↑1	3.49	1.17	298
52. Management supports continued training and development.	Total Army	<div> <div>62%</div> <div>19%</div> <div>19%</div> </div>					↓2	3.54	1.16	32,920
	US Military Academy	<div> <div>61%</div> <div>21%</div> <div>18%</div> </div>					↑3	3.59	1.13	306

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1							
53. Managers/supervisors deal effectively with reports of prejudice and discrimination.*	Satisfaction with Fairness*												
	Total Army	47%	33%	20%	15	32	33	13	7	0	3.36	0.71	30,818
	US Military Academy	53%	35%	12%	20	33	35	7	5	↑3	3.59	0.79	284
	Total Army	46%	36%	19%	11	35	36	11	7	↓2	3.31	1.05	24,422
	US Military Academy	51%	38%	12%	17	34	38	6	5	↑2	3.51	1.02	224
54. If I complained of discrimination, it would be held against me.*	Total Army	33%	36%	30%	9	24	36	21	9	0	3.03	1.09	25,404
	US Military Academy	41%	40%	19%	15	26	40	11	9	↑1	3.28	1.11	233
55. Non-minority employees often get preferential treatment over minority employees.*	Total Army	60%	30%	10%	23	37	30	7	4	0	3.70	1.01	28,220
	US Military Academy	61%	35%		26	34	35	4	1	↓1	3.82	0.89	251
56. Minority employees often get preferential treatment over non-minority employees.*	Total Army	40%	32%	27%	12	28	32	18	9	↓1	3.16	1.15	28,330
	US Military Academy	51%	37%	12%	19	32	37	8	4	↑7	3.53	1.02	251

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
57. Male employees often get preferential treatment over female employees.*													
	Total Army	51%	33%	16%	17	34	33	11	5	0	3.47	1.05	28,883
	US Military Academy	53%	31%	16%	21	32	31	10	6	↑7	3.52	1.10	264
58. Female employees often get preferential treatment over male employees.*													
	Total Army	49%	34%	17%	14	35	34	11	6	0	3.40	1.05	28,932
	US Military Academy	60%	32%	8%	23	37	32	5	3	↑2	3.72	0.97	265

* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1									
Satisfaction with Physical Conditions															
	Total Army	64%			17%	18%	14	51	17	12	6	↓1	3.54	0.87	33,528
	US Military Academy	59%			17%	24%	13	46	17	17	7	↑8	3.40	0.95	308
	Total Army	61%			15%	23%	12	49	15	16	7	↓1	3.43	1.11	33,380
	US Military Academy	53%			16%	31%	11	42	16	21	10	↑1	3.23	1.19	307
59. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.															
	Total Army	62%			19%	19%	15	47	19	13	6	0	3.51	1.08	32,635
	US Military Academy	65%			18%	18%	16	48	18	13	5	↑16	3.58	1.06	293
	Total Army	70%			18%	13%	14	55	18	8	4	↑1	3.68	0.96	32,990
	US Military Academy	60%			18%	22%	13	47	18	15	7	↑8	3.44	1.11	301
60. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).															
	Total Army	70%			18%	13%	14	55	18	8	4	↑1	3.68	0.96	32,990
	US Military Academy	60%			18%	22%	13	47	18	15	7	↑8	3.44	1.11	301
61. Employees are protected from health and safety hazards on the job.															
	Total Army	70%			18%	13%	14	55	18	8	4	↑1	3.68	0.96	32,990
	US Military Academy	60%			18%	22%	13	47	18	15	7	↑8	3.44	1.11	301

Supplemental Item Detail

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Your Organization*									
Total Army	55%	23%	22%						
US Military Academy	54%	22%	24%						
62. There is a good working relationship between civilian and military personnel.									
Total Army	74%	16%	10%						
US Military Academy	67%	20%	14%						
63. There is a good working relationship between civilian/military personnel and contractors.									
Total Army	72%	20%	8%						
US Military Academy	60%	28%	12%						
64. Civilians are made to feel that they are an important part of the Army team.									
Total Army	64%	19%	16%						
US Military Academy	51%	23%	27%						
65. Civilian supervisors are concerned about civilian employee job satisfaction.									
Total Army	52%	25%	23%						
US Military Academy	54%	26%	21%						

* Composite includes reverse-scored items.

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div></div> % Favorable</div> <div><div></div> % Neutral</div> <div><div></div> % Unfavorable</div>			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
66. Military supervisors are concerned about civilian employee job satisfaction.												
	Total Army	43%	34%	22%	10	33	34	14	8	3.23	1.07	25,642
	US Military Academy	46%	28%	26%	13	33	28	17	9	3.23	1.16	276
67. I am satisfied with the amount of involvement I have in decisions that affect my work.												
	Total Army	52%	20%	28%	11	41	20	19	9	3.26	1.16	33,224
	US Military Academy	52%	19%	29%	15	37	19	19	11	3.27	1.23	309
68. My work productivity is reduced by unnecessary rules and regulations.*												
	Total Army	33%	31%	36%	6	27	31	25	11	2.93	1.09	32,729
	US Military Academy	37%	30%	34%	11	26	30	26	8	3.06	1.13	304
69. There is good communication between work groups/work units in my organization.												
	Total Army	49%	23%	28%	9	40	23	20	8	3.22	1.10	32,864
	US Military Academy	55%	20%	26%	12	43	20	17	8	3.32	1.15	308
70. I feel my job is secure.												
	Total Army	51%	21%	28%	11	40	21	16	12	3.22	1.19	32,968
	US Military Academy	39%	21%	40%	12	27	21	21	19	2.93	1.32	306

* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
71. My organization encourages creative solutions and new practices/ways of doing business.	Total Army	<div> <div>51%</div> <div>25%</div> <div>24%</div> </div>					3.29	1.11	32,800
	US Military Academy	<div> <div>50%</div> <div>25%</div> <div>25%</div> </div>					3.32	1.13	302
72. The amount of work I am expected to do is reasonable.	Total Army	<div> <div>68%</div> <div>15%</div> <div>17%</div> </div>					3.55	1.02	33,297
	US Military Academy	<div> <div>69%</div> <div>14%</div> <div>18%</div> </div>					3.61	1.03	307
73. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.	Total Army	<div> <div>56%</div> <div>16%</div> <div>28%</div> </div>					3.27	1.16	33,097
	US Military Academy	<div> <div>63%</div> <div>13%</div> <div>24%</div> </div>					3.45	1.13	307
74. Compared to other organizations, how would you rate your organization as a place to work?	Total Army	<div> <div>49%</div> <div>32%</div> <div>19%</div> </div>					3.42	1.12	32,021
	US Military Academy	<div> <div>56%</div> <div>28%</div> <div>16%</div> </div>					3.61	1.10	298

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture 75. Corrective actions are taken when employees do not meet performance standards. 76. My performance appraisal is a fair reflection of my performance. 77. I know what is expected of me on the job.	Total Army	<div> <div>62%</div> <div>18%</div> <div>20%</div> </div>					3.54	0.80	33,378
	US Military Academy	<div> <div>67%</div> <div>14%</div> <div>18%</div> </div>					3.67	0.85	309
	Total Army	<div> <div>28%</div> <div>30%</div> <div>42%</div> </div>					2.76	1.07	27,667
	US Military Academy	<div> <div>38%</div> <div>24%</div> <div>38%</div> </div>					2.91	1.15	253
	Total Army	<div> <div>73%</div> <div>14%</div> <div>13%</div> </div>					3.76	1.00	31,624
	US Military Academy	<div> <div>78%</div> <div>10%</div> <div>12%</div> </div>					3.91	1.01	290
	Total Army	<div> <div>81%</div> <div>10%</div> <div>9%</div> </div>					3.92	0.91	33,196
	US Military Academy	<div> <div>81%</div> <div>10%</div> <div>9%</div> </div>					4.03	0.96	309

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Strategic Planning*									
	Total Army	13	46	21	15	5	3.45	0.76	33,303
78. Managers communicate the organization's strategic mission, vision, and priorities.	US Military Academy	20	43	17	14	5	3.59	0.85	307
	Total Army	11	46	22	15	6	3.41	1.07	32,815
	US Military Academy	19	41	19	16	6	3.50	1.14	306
79. Productivity in my work group/work unit is hurt by a lack of planning.*									
	Total Army	7	31	28	25	8	3.05	1.08	32,480
	US Military Academy	15	32	22	23	8	3.23	1.19	303
80. I know how my work relates to my organization's mission and goals.	Total Army	19	60	13	5	2	3.89	0.84	32,992
	US Military Academy	27	56	11	4	2	4.04	0.83	304

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1								
Customer Satisfaction														
	Total Army	78%			16%	6%	26	52	16	5	1	3.95	0.67	32,983
	US Military Academy	78%			15%	6%	33	45	15	5	1	4.05	0.71	294
	81. I clearly understand who my customer(s) is/are.													
	Total Army	92%			5%		38	54	5	2	1	4.26	0.72	32,912
	US Military Academy	93%					47	45	4	2	1	4.36	0.75	294
	82. Products and services in my work group/work unit are improved based on customer input.													
	Total Army	64%			25%	11%	17	47	25	9	2	3.68	0.93	31,179
US Military Academy	62%			26%	12%	23	40	26	10	3	3.70	1.01	273	
83. Customers are satisfied with the products and services my work group/work unit provides.														
Total Army	77%			18%	5%	21	56	18	4	1	3.91	0.81	31,252	
US Military Academy	80%			16%		28	51	16	4	1	4.03	0.81	279	

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Diversity	Total Army	<div> <div>68%</div> <div>20%</div> <div>12%</div> </div>					↑1	3.72	0.92	32,765
	US Military Academy	<div> <div>71%</div> <div>19%</div> <div>10%</div> </div>					↑5	3.87	0.95	301
84. Managers/supervisors/team leaders work well with employees of different backgrounds.	Total Army	<div> <div>67%</div> <div>20%</div> <div>12%</div> </div>					0	3.68	0.98	32,024
	US Military Academy	<div> <div>69%</div> <div>21%</div> <div>9%</div> </div>					↑4	3.82	0.95	291
85. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.	Total Army	<div> <div>68%</div> <div>20%</div> <div>12%</div> </div>					↑2	3.76	1.02	31,781
	US Military Academy	<div> <div>73%</div> <div>16%</div> <div>11%</div> </div>					↑7	3.91	1.07	292

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Harassment			
86. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?			
Total Army			
Yes	8%	0	2,536
No	92%	0	30,649
US Military Academy			
Yes	8%	↓2	25
No	92%	↑2	283
87. If you were harassed, did you report the incident?			
Total Army			
Yes	7%	↑3	185
No	93%	↓3	2,610
US Military Academy			
Yes	0%	↓7	0
No	100%	↑7	32
88. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)			
Total Army			
Yes	3%	↓1	35
No	66%	↑1	756
Don't Know	31%	↓10	360
US Military Academy			
Yes	7%	↑10	1
No	60%	↓10	9
Don't Know	33%	↓7	5

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Army Knowledge Online (AKO)			
89. How frequently do you access Army Knowledge Online (AKO)?			
Total Army			
Once a month or less often	43%	--	14,289
2–3 times a month	14%	--	4,728
1–2 times a week	11%	--	3,738
3–4 times a week	6%	--	2,044
Almost every day	9%	--	3,122
Does not apply – I do not access AKO	16%	--	5,346
US Military Academy			
Once a month or less often	46%	--	141
2–3 times a month	14%	--	44
1–2 times a week	7%	--	22
3–4 times a week	5%	--	15
Almost every day	7%	--	21
Does not apply – I do not access AKO	21%	--	66
90. How easy or difficult is it for you to navigate the AKO web site?			
Total Army			
Very difficult	4%	--	1,027
Difficult	11%	--	3,217
Neither easy nor difficult	30%	--	8,280
Easy	32%	--	8,847
Very easy	12%	--	3,317
Not sure – I do not use AKO very often	12%	--	3,309
US Military Academy			
Very difficult	3%	--	8
Difficult	10%	--	24
Neither easy nor difficult	28%	--	67
Easy	33%	--	79
Very easy	9%	--	22
Not sure – I do not use AKO very often	18%	--	43

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
91. Have you arranged to have your AKO emails forwarded?			
Total Army			
No	5%	--	981
No, I did not know I could do that	26%	--	5,444
Yes, to my home or personal email address	4%	--	744
Yes, to my work site email address	65%	--	13,519
US Military Academy			
No	6%	--	10
No, I did not know I could do that	25%	--	45
Yes, to my home or personal email address	4%	--	7
Yes, to my work site email address	65%	--	116

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
<div>Army Civilian Personnel OnLine (CPOL) Applications</div> <div>92. I find the information in PERMISS (Personnel Management and Information Support System) section of CPOL useful.</div> <div>Total Army</div> <div>US Military Academy</div> <div>93. The Vacancy Announcement section of CPOL is useful.</div> <div>Total Army</div> <div>US Military Academy</div> <div>94. The Resume Builder tool is easy to use.</div> <div>Total Army</div> <div>US Military Academy</div> <div>95. It is easy to apply for jobs being filled through RESUMIX.</div> <div>Total Army</div> <div>US Military Academy</div>												
	53%	37%	10%	11	43	37	7	3	↓1	3.51	0.88	19,569
	58%	35%	7%	9	49	35	5	2	↑6	3.58	0.80	183
	68%	21%	11%	14	54	21	7	4	↓8	3.67	0.93	25,536
	72%	21%	7%	15	57	21	4	3	↑1	3.78	0.85	225
	54%	24%	23%	11	43	24	15	8	↓10	3.34	1.10	24,214
	54%	28%	19%	13	41	28	13	5	↓10	3.43	1.04	210
	54%	23%	23%	13	40	23	14	9	↓10	3.35	1.15	24,366
	62%	20%	17%	16	46	20	10	7	↓8	3.55	1.09	220

**Civilian Employees – FY03
US Military Academy**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1							
Family Friendly Flexibilities (Importance)													
96a. How important is telework/telecommuting to you?													
	Total Army	35%	34%	31%	31	16	19	23	11	--	3.31	1.40	32,900
	US Military Academy	37%	35%	27%	27	14	23	23	12	--	3.22	1.39	302
97a. How important are alternative work schedules to you?													
	Total Army	61%	26%	13%	13	38	23	19	8	--	3.31	1.14	33,140
	US Military Academy	62%	23%	15%	15	39	23	15	8	--	3.37	1.16	306
98a. How important are child care subsidies to you?													
	Total Army	20%	15%	65%	65	12	8	11	5	--	4.22	1.23	32,950
	US Military Academy	26%	14%	59%	59	17	10	12	3	--	4.19	1.17	302
99a. How important are employee assistance programs to you?													
	Total Army	35%	41%	24%	24	18	17	27	14	--	3.10	1.39	32,738
	US Military Academy	34%	42%	25%	25	23	11	30	12	--	3.19	1.40	302
100a. How important are health and wellness programs to you?													
	Total Army	62%	30%	8%	8	38	24	20	10	--	3.14	1.14	32,778
	US Military Academy	67%	25%	8%	8	46	21	18	7	--	3.30	1.07	301

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
101a. How important are support groups to you?										
	Total Army	32	15	13	24	16	--	3.24	1.50	32,848
	US Military Academy	30	19	12	25	13	--	3.28	1.46	306
102a. How important are elder care programs to you?										
	Total Army	41	13	12	20	13	--	3.47	1.51	32,697
	US Military Academy	35	14	12	23	15	--	3.32	1.51	299

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Family Friendly Flexibilities (Availability)			
96b. Is telework/telecommuting available to you?			
Total Army			
Yes	17%	--	5,500
No	47%	--	15,558
Don't Know	36%	--	12,059
US Military Academy			
Yes	20%	--	59
No	40%	--	119
Don't Know	40%	--	121
97b. Are alternative work schedules available to you?			
Total Army			
Yes	58%	↓3	19,231
No	29%	0	9,759
Don't Know	13%	↑3	4,211
US Military Academy			
Yes	49%	↑5	149
No	32%	↓3	98
Don't Know	20%	↓1	60
98b. Are child care subsidies available to you?			
Total Army			
Yes	8%	--	2,451
No	32%	--	10,237
Don't Know	61%	--	19,582
US Military Academy			
Yes	19%	--	55
No	22%	--	65
Don't Know	59%	--	172

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
99b. Are employee assistance programs available to you?			
Total Army			
Yes	39%	--	12,769
No	8%	--	2,509
Don't Know	53%	--	17,493
US Military Academy			
Yes	45%	--	135
No	6%	--	17
Don't Know	50%	--	150
100b. Are health and wellness programs available to you?			
Total Army			
Yes	57%	--	19,001
No	13%	--	4,433
Don't Know	29%	--	9,641
US Military Academy			
Yes	58%	--	177
No	8%	--	25
Don't Know	34%	--	102
101b. Are support groups available to you?			
Total Army			
Yes	25%	--	8,052
No	12%	--	3,725
Don't Know	64%	--	20,489
US Military Academy			
Yes	33%	--	96
No	8%	--	22
Don't Know	59%	--	173
102b. Are elder care programs available to you?			
Total Army			
Yes	9%	--	2,855
No	16%	--	5,126
Don't Know	76%	--	24,970

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
102b. Are elder care programs available to you? US Military Academy			
Yes	<div><div></div></div> 10%	--	30
No	<div><div></div></div> 11%	--	33
Don't Know	<div><div></div></div> 78%	--	230

**Civilian Employees – FY03
US Military Academy**

Item Detail	<div><div></div> % Favorable</div> <div><div></div> % Neutral</div> <div><div></div> % Unfavorable</div>	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Career/Retirement Plans 103. I am willing to relocate geographically for a promotion.													
	Total Army	43%	19%	38%	19	24	19	20	18	--	3.05	1.38	32,112
	US Military Academy	39%	19%	42%	19	20	19	19	23	--	2.92	1.44	285

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
104. Select the response that best matches your career plans:			
Total Army			
I intend to look for other employment outside of the Army.	13%	--	4,274
I intend to look for other employment within the Army.	25%	--	8,199
I intend to stay in my current organization.	62%	--	20,518
US Military Academy			
I intend to look for other employment outside of the Army.	15%	--	45
I intend to look for other employment within the Army.	29%	--	89
I intend to stay in my current organization.	56%	--	170
105. How long do you expect to continue working for your organization?			
Total Army			
More than 5 years	44%	--	14,629
4–5 years	16%	--	5,240
1–3 years	30%	--	9,964
Less than 1 year	10%	--	3,386
US Military Academy			
More than 5 years	43%	--	133
4–5 years	12%	--	37
1–3 years	34%	--	104
Less than 1 year	10%	--	32
106. Select the response that best matches your retirement plans:			
Total Army			
I plan to leave before retirement.	5%	--	1,522
I am undecided about staying beyond my retirement eligibility date.	33%	--	11,072
I plan to stay beyond my retirement eligibility date.	23%	--	7,516
I would take an early out, if offered.	17%	--	5,528
I plan to retire as soon as eligible.	23%	--	7,588

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
106. Select the response that best matches your retirement plans:			
US Military Academy			
I plan to leave before retirement.	7%	--	22
I am undecided about staying beyond my retirement eligibility date.	31%	--	95
I plan to stay beyond my retirement eligibility date.	26%	--	81
I would take an early out, if offered.	15%	--	45
I plan to retire as soon as eligible.	21%	--	63
107. I plan to retire in:			
Total Army			
More than 5 years	73%	--	23,018
4–5 years	13%	--	4,168
1–3 years	12%	--	3,687
Less than 1 year	2%	--	708
US Military Academy			
More than 5 years	79%	--	224
4–5 years	10%	--	29
1–3 years	9%	--	26
Less than 1 year	2%	--	6

**Civilian Employees – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Feedback on Survey Results			
108. I have seen my command or installation results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	15%	--	5,053
No	64%	--	21,273
Don't Know	21%	--	7,013
US Military Academy			
Yes	9%	--	27
No	70%	--	215
Don't Know	22%	--	67
109. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	5%	--	1,540
No	14%	--	4,697
Don't Know	81%	--	27,042
US Military Academy			
Yes	3%	--	8
No	15%	--	45
Don't Know	83%	--	256